



# Assessor Introductory Guide

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## Introduction

This guide provides a short introduction to the Assessor questionnaire.

The Assessor questionnaire produces detailed, straightforward and jargon-free, Careers Guidance, Career Development, Competency and Personality reports from a single assessment product. It is valid for all levels of seniority and both the questionnaire and the reports are available in English and French. It is normative and a large selection of norms are available for use in report selection.

Number of Questions	190
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Typical completion time	20 minutes
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## Qualification requirement

The qualification requirements are specific for each report but in summary they are:-

Qualification requirement	Feedback/Careers Advice	None
	Competencies	Bronze or B.P.S. Level A
	Psychometric	Gold or B.P.S. Level B

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## Psychometric dimensions

### Primary Dimensions

The Assessor questionnaire measures personality based on three primary sets of dimensions:-

#### Type

Based on Jung's Theory of Type which he developed in 1923, this provides an indication of the person's preferred work, management and decision making style. The use of Type is very well understood in the workplace, and this measure provides it in a normative form so that it may be used both for selection, development and counselling purposes. It is not appropriate for use in staff selection.

#### Relationships

The scales relate to the quality and nature of social interactions and personal relationships which occur in a typical day-to-day work environment. The first six scales are core scales and reflect the underlying dynamics of social interaction. The next three scales are composite sales and are calculated from the responses on the previous 6 core scales. They enable the practitioner and the candidate to look at practical situations directly without having to make the more intricate and interpretative evaluations from the core scales, which commonly have to be made with questionnaires like this.

#### Values

The questionnaire component is aimed at assessing fourteen values which are key to influencing the way individuals behave at work. Each value (there are 14) such as Work Ethic, Responsibility and Innovation, is measured as a single dimension. The scores indicate the extent to which the value is held by the individual and influences their behaviour and, therefore, the activity patterns they are likely to exhibit.

The role of values in affecting individual behaviour has been a theme for many years in industrial and occupational psychology. The terminology may have changed from that of theorists such as Maslow and Herzberg, but few would argue with the notion that a person's temperament affects what they do at work and how they do it. Also, very few would argue with the assumption that these differences between people are consistent and substantially generalisable. These consistencies are reflected in the language we use, most people have a view *of*, for example, what an individual with a high work ethic would be 'like' and the behaviours they would display. Additionally, in some situations people would regard a high work ethic as a positive factor and in others as negative.

### Secondary Dimensions

From these three primary sets of dimensions we have derived 2 secondary groups.

#### Big 5

They have often been called the 'big five' because they provide an indication of the fundamental preferences for behaviour which are likely to shape the person's development and display of competence at work. These are also referred to as the OCEAN model of personality, because of the acronym for the names of the 5 dimensions; Openness To New Experience, Conscientiousness, Extroversion, Agreeableness, Nervousness

#### Mental State (Emotional Intelligence)

The Big 5 factors each branch to produce 2 further factors. These 10 constitute a popular summary description of mental state and provide an indication of how this person will approach work. The results can be used to identify what kind of work in what kind of organisation might suit someone most closely.

## Competencies

The Assessor Questionnaire evaluates the person against 130 competencies, which are derived from our work with clients over the last two decades. Any job role can be profiled by the selection of a set of competencies from the directory of 130. An employer can, therefore, profile a candidate against several possible job roles simultaneously.

Competency reports can either cover all 130 competencies or any permutation thereof, perhaps to match with an individual job role requirement. In addition a report can show the highest and lowest scoring competencies.

If a group of people currently doing a similar job complete the Questionnaire, the competencies which are indicated as characteristic and uncharacteristic of the group, can be used to provide a job/role profile for recruitment to that job as well as identify development and performance management needs for the people concerned.

Please refer to our Directory of Competencies for a full listing of our competencies, complete with definitions.

We have an occupationally orientated 'World of Work' competency framework based on the following 8 groupings.

- Applied/Practical
- Original
- Social/Communications
- Managing/Leading
- Analytic
- Decisive
- Commercial
- Drive/Ambition

We believe that this competency framework provides a robust coverage of the work domain using these groups. This makes it far easier to select the competencies which are relevant for specific job roles.

The 130 competencies can be mapped onto our World of Work framework as follows:-

Applied/Practical	Original	Social/Communications	Managing/Leading
Adaptable	Change Maker	Approachability	Attitude To Authority
Administration	Curious	Assertive	Charisma
Hard Working	Exploration	Business Orientation	Client Sensitive
Loyalty	Flexibility	Communication Style	Coach
Organisational Acceptance	Innovation	Communications	Company Worker
Perfectionism	Open Minded	Detachment	Delegation
Practicality	Originality	Diplomacy	Discipline
Pragmatism	Quick To Learn	Empathetic	External Image
Realism	Tolerance Of Ambiguity	Good Humour	Impressive
Security		Humility	Initiative
Stress Tolerance		Influential	Leadership
Structure		Interpersonal Sensitivity	Management Professionalism
Vigilance		Interpersonal Skills	Management Style
		Organisational Awareness	People Development
		Personal Relations	People Orientation
		Personal Style	Personal Impact
		Reticent	Persuasive
		Sensitive	Professionalism
		Willingness To Assist	Service Orientation
			Status
			Team Development
			Teamwork
			Thought Inspiring
			Tolerance
			Training And Development Focus

Analytic	Decisive	Commercial	Drive
Clarity	Consulting Orientation	Business Development	Ambition
Complexity	Decisive	Business Judgment	Can Juggle With Sensitivity
Corporate Awareness	Firm But Fair	Commercial Awareness	Commitment
Corporate Communication	Incisive	Commercialism	Confidence
Cost Control	Independent	Commercially Astute	Copes With Pressure
Deductive Reasoning	Integrity	Customer Relations	Determined
Detail Conscious	Interpreting Others' Behaviour	External Relations	Drive
Evidence Based	Judgement	Risk Taking	Energy
Impartial	Negotiation		Fairness
Logic And Analysis	Problem Solving		Future Orientation
Macro Awareness	Reliability		Goal Orientation
Planning and Organising	Responsiveness		Job Achievement
Priority Management			Keen To Deliver
Risk Assessment			Motivation
Risk Aversion			Persistent
Self-Directed			Personal Standards
Strategic Awareness			Profit Focus
Technical Orientation			Responsibility
Thinking Agility			Sales Focus
Whole Business Approach			Self-Discipline
			Stamina
			Task Orientation
			Work Ethic

## Reports

### Feedback/Careers Advice

These reports provides detailed feedback to the test-taker with respect to their preferred career direction. It is modular so that only the sections which are required need be requested.

Full Type	Provides a full narrative description of the Type Preferences.
Short Type	Provides a summary narrative description of the Type Preferences.
Relationships	Provides a narrative description of the relationship scales used in this assessment.
Values	Provides a narrative summary of the 14 values scales used in this assessment.
Personality Summary	This provides a narrative summary of the 3 component parts of the questionnaire, combined into a single text.
Big5	This provides a narrative summary of the results of the Big5 analysis.
Mental State	This summarises the 10 scales of this measure in narrative form.
Competencies (High/Low)	This presents the 10 highest and 10 lowest scoring competencies, drawn from our 130 Competency Directory.
Job Preferences	This provides around 10 jobs/careers which the person's responses indicate a possible 'fit'. There are three modules available; General, Hospitality & Catering and I.T.

### Psychometric Assessment

These reports provide detailed feedback to the test manager /counsellor/qualified test user with respect to the person's/candidate's preferred work activity, content and career direction. In order to keep costs down, it is modular so that only the sections required need be requested. In each case the module contains the numerical summary of the person's responses (score chart), plus a little descriptive text. For a summary of available norms or reference groups, see the last section in this booklet.

Type	This module provides a Type score chart and a normed preference scale.
Relationships	This module provides a normed score chart for the Relationship scales plus a short descriptive narrative for each.
Values	This module provides a normed score chart for the Values scales plus a short descriptive narrative for each.
Big5	This module provides a normed score chart for the Big 5 scales plus a short descriptive narrative for each.
Mental State	This module provides a normed score chart for the Mental State scales plus a short descriptive narrative for each.
Competencies (Full)	A long report which describes the person's results against each of the 130 work Competencies, with some descriptive text) and their score in relation to a reference group (norm)
Competencies (High/Low)	A short report which presents the 10 highest and 10 lowest scoring competencies produced by the person's responses, plus a short descriptive narrative for each.
For all of these modules the data is normed from a wide choice.	

## Competencies

All the reports below provide results based on normative data (see next section).

Competencies – High/Low	The 10 highest scoring and 10 lowest scoring competencies from our standard directory.
Competencies – Full (Alphabetical)	This report lists the scores for all 130 standard competencies in alphabetical sequence.
Competencies – Full (World of Work)	This report lists the scores for all 130 standard competencies in our ‘World of Work’ groupings.
Competencies – Selective	We can construct a special set of competencies as a report using any of the 130 that we have available
Competencies – Client	We can also write special algorithms to produce a competencies report using the client’s own definitions.
All of these reports show, for each competency scale, the Sten score and a behavioural description of how that score would be perceived.	

## Combination

These reports are a combination of Feedback and Assessment report for those who use a particular combination of modules.

Type – Full	This report provides a narrative report plus a score chart and a normed preference scale.
Type – Short	This provides a brief narrative, plus a normed score chart with a strengths/weaknesses summary.
Relationships	This report provides a narrative summary by each scale, plus a score chart.
Personality – Full	This provides a full version of the report text for each primary psychometric component in Assessor, plus an integrated summary, plus the full score chart.
Personality – Summary	This report contains an integrated summary of the person’s responses, plus a score chart.
Score chart	Provides the Type, Relationships and Values modules of the Psychometric Assessment in one report.
Careers Advice - Short	Provides the Short Type and High/Low competencies modules from the Feedback report in one report.

## Safety report

This is a description of the candidate's capability and propensity to maintain appropriate procedures, irrespective of pressures and distractions. It has two component parts.

“**Safety**” is a description of the extent to which the candidate is likely to work in a way which will be conducive to the observation of health and safety legislation. It also evaluates the likelihood that their attitude towards safety may endanger themselves and others.

“**Rule conformity**” refers to the likelihood that the candidate will observe and respect rules, regulations and policies in the organisation and observe them. At the extreme this may involve an unquestioning acceptance of, and adherence to, rules.

<p>The Safety Index is derived from 9 competencies which correlate closely with ‘safe behaviour’.</p> <p>A Sten score is provided for the Safety Index and the 9 safety competencies. Each is accompanied by text to indicate the likely behaviours which are associated with the result which has been achieved.</p>	Self-Discipline
	Risk Aversion
	Attitude to Authority
	Vigilance
	Personal Standards
	Responsiveness
	Firm but fair
	Security
	Structure

## Norms

Using the large amount of data we have collected we have norms in three groups available for:-

Position/Status	Activity	Industry
General population	Human Resources	Banking & Finance
Administration/Support	I.T.	Pharmaceutical
Directors	Sales & Marketing	Public Sector
Managers	Purchasing	Charities/NGOs
Graduates		
Specialist		
Supervisor		

We have a large database of completions so we can extract additional norms. We collect a number of other items of information by which candidates can be classified:-

Industry
Accountancy
Aeronautics and Shipping
Agriculture & horticulture
Architecture
Armed Forces
Auctioning
Building and Construction
Building Societies
Central Government
Charities
Chemicals & pharmaceuticals
Coal
Commerce, trade & retail
Communications
Computing/IT manufacturing
Computing/IT services
Conglomerates
Consultancy - Actuarial
Consultancy - Computer
Consultancy - Design
Consultancy - Finance
Consultancy - Management
Consultancy - PR
Consultancy - Recruitment

Corporate Finance
Cosmetics & toiletries
Courts, magistrate, probation
Dentistry
Detergents
Education
Engineering – Aeronautical
Engineering – Chemical
Engineering – Civil
Engineering – Electrical
Engineering – Electronics
Engineering – Materials
Engineering – Mechanical
Entertainment and Leisure
Extraction Industries
Fire
Food, drink and tobacco
Forestry and fishery
General Management
Health authorities & trusts
High street banking
Housing associations
Holding companies
Hospitals

Hotels and catering
Insurance
Land & estate agents
Law firm
Local government
Logistics/Planning
Manufacturing
Medical including medicine
Merchant Banking
Metal extraction
Motor vehicles
Museums
Non-profit association
Nursing
Oil & Gas production
Police
Politics
Publisher
Radio, TV., advertising
Telecommunications
Trading/Dealing/Equities
Transport and travel
Utilities (gas/water/electricity)
Veterinary

Activity
Administration
Customer services
Design
Export
Finance
General Management
Human Resources
IT
Legal
Logistics/Planning
Marketing
Engineering
Production
Purchasing
Research and Development
Secretarial
Sales
Technical
Other

Ethnicity
White – British
White – Irish
White – Other
Mixed - White & Black Caribbean
Mixed - White & Black African
Mixed - White & Asian
Mixed – Other
Asian or Asian British – Indian
Asian or Asian British – Pakistani
Asian or Asian British - Bangladeshi
Asian or Asian British – Other
Black or Black British – Caribbean
Black or Black British – African
Black or Black British – Other
Chinese
Other

Gender
Male
Female

  

Country
A very long list

If you have a need for a particular norm or reference group, please let us know and we can examine the database to determine if there is enough data available to create one for you. There will of course be no charge for this service.